

### GSA Total Workplace Program Update

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### **Public Buildings Service (PBS)**

### Mission

To provide **effective**, **mobile**, **sustainable** workplace solutions for federal agencies at the best value for the American taxpayer

#### **Asset Profile**

- 376 Million Square Feet
- 9,100+ Facilities
- 1500+ Owned; 182 Million SF
- 7600+ Leased; 194 Million SF
- 455 Historic Buildings; 35 National Historic Landmarks
- \$10 Billion Revenue



### WHAT IS TOTAL WORKPLACE?

### **GSA's TOTAL WORKPLACE**

AN OFFERING OF WORKPLACE

STRATEGY AND IMPLEMENTATION

### TOTAL WORKPLACE OFFERINGS

#### **STRATEGY**

#### Workplace Investment & Feasibility Modeling (WIFM) Tool

Scenario-based planning tool that provides customized calculations for different workplace scenarios. Calculations include area, rent, return-on-investment, implementation costs, and sustainability impact. (No cost tool)

#### **Strategy Consultant**

GSA workplace strategists assist agencies in design, educational meetings, focus groups, design workshops, change management, and strategic planning.

Assess workplace performance and quality before and after client engagements.

### TOTAL WORKPLACE OFFERINGS

#### **IMPLEMENTATION**

#### **Furniture & IT (FIT) Initiative**

Provide up-front funding for furniture and IT where agencies are interested in developing more effective and efficient work space. (GSA funded client reimbursed)

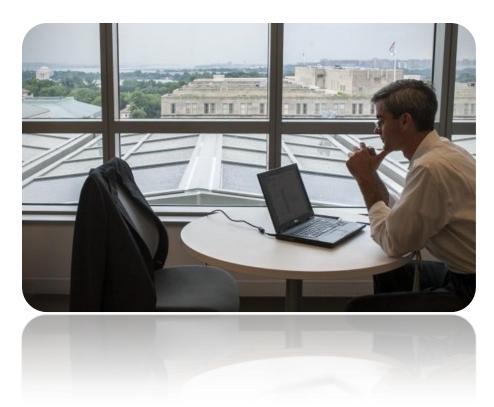
#### **National Workplace Engagement**

Partnering with agencies in creating a customized workplace program to advance new workplace strategies across their real estate portfolio to meet the client's business, sustainability, and real estate goals. (GSA funded strategy/Client funded implementation)

#### **Pilot / Demonstration Program**

Targeted program working with agencies to develop a small-scale demonstration work space to test and demonstrate new workplace strategies and serve as a catalyst for broad implementation across their real estate portfolio. (GSA funded strategy/Client funded implementation)

- What is driving agencies' interest in space consolidation?
- What is GSA doing to consolidate its own space?
- What can GSA do to help other agencies consolidate?



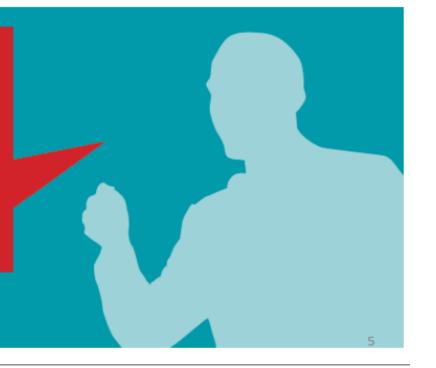
under-utilized real estate

In June, 2010 The Government went on a "space diet"... ...needs to lose 3 Billion Dollars worth of

#### **Presidential Memo**

Disposing of Unneeded Federal Real Estate - June 2010

'Agencies shall...take immediate steps to make better use of remaining real property assets as measured by **utilization** and **occupancy rates**, **annual operating cost**, **energy efficiency**, and **sustainability**. The guidance shall include agency-specific targets to achieve **\$3 billion** in cost savings ...'







Lincoln's Law Office The "Open Plan"



Law Office – NY 1997 "Collaborative"

"In a profession focused on precedent, few want to be the first to embrace a new office strategy for fear of losing top talent or falling behind the competition. It is becoming increasingly clear, however, that age-old strategies no longer match new-world challenges, and firm leadership is asking for solutions. The firms willing to take a leap and try something new are finding that a break with tradition often pays off."

What is driving agencies' interest in space consolidation?





 Rent is the second largest expense for most agencies (personnel is first)



 Money not spent on rent is money that can go into mission

Go from a desk phone ....



....to any device



Take a stationary desktop....



....and make it a laptop



Moving information from hardware....

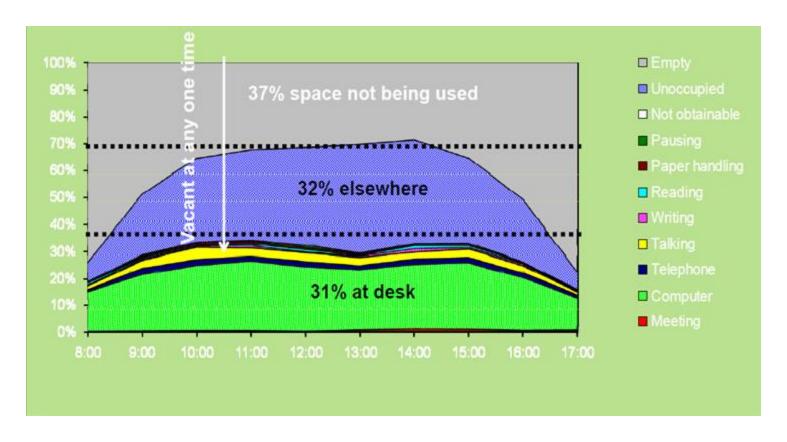




....to the cloud



Technology has changed the way we work



Most office space isn't occupied at any given time





The desk is a small piece of real estate, like an apartment or a parking space, that can be shared by multiple users so that it is never vacant...

"The Workplace of the Future" GSA & ULI September 2012



### The Predictions...



Virtual work and mobility will increase



Personal networks and learning are the new career path



Group work is the reason to come to the office



Sustainability is a competitive business competency

Genslerconsulting

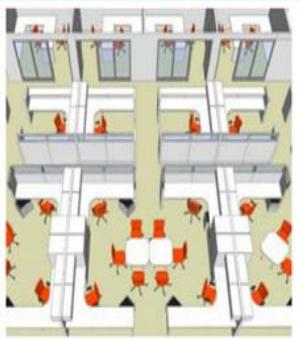


### GSA's Work Pattern Methodology the design fits the work, not the other way around













### GSA's Work Pattern Methodology the design fits the work, not the other way around





**Internally Mobile** 



#### **Desk Bound**

#### Individual Workspace Attributes

- file drawers
- · low-mid height panels
- · no guest seating
- no tables
- mobile screens
- file retrieval bins
- view of team
- whiteboard

#### **Shared Amenities**

quiet rooms

#### Individual Workspace

- mobile storage unit
- · low to mid height panels
- no guest seating

Attributes

- no tables
- no screens
- no paper management
- · view of team required
- no whiteboard
- mobile technologies

#### **Shared Amenities**

- · team file storage
- team rooms
- quiet rooms
- video-conference optional

#### Individual Workspace Attributes

- limited file drawers
- · mid to high height panels
- · no guest seating
- no tables
- no screens
- · limited paper management
- · no view of team required
- no whiteboard

#### Shared Amenities

- team file storage
- team rooms
- webcast / video conferencing
- scanning capabilities
- access to mail center















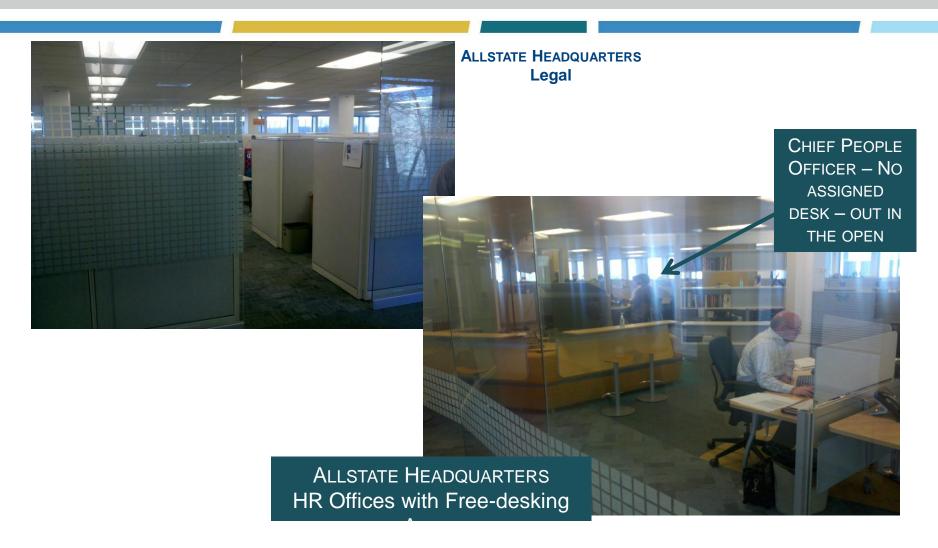


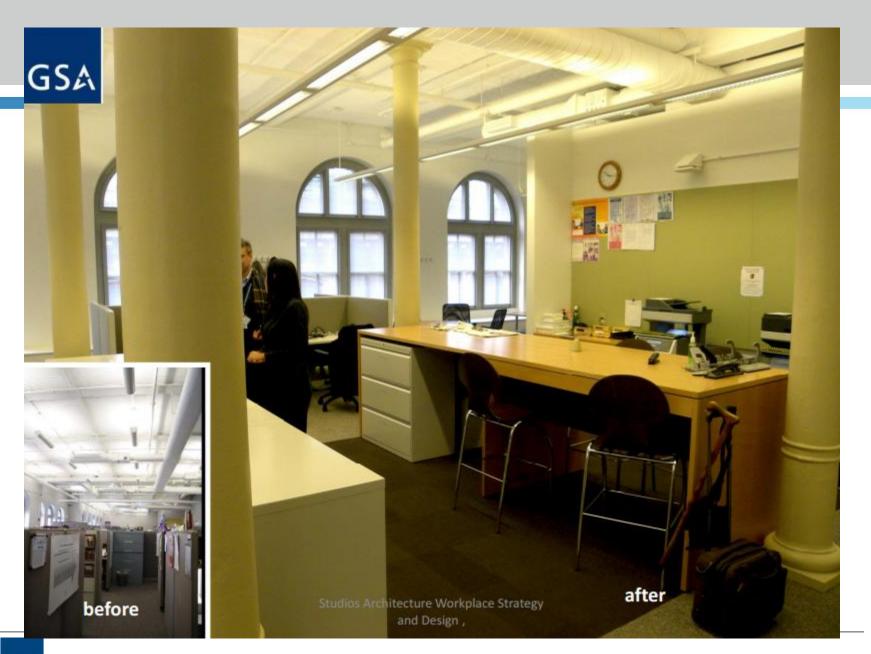


McDonald's HQ, Oak Brook, IL Legal Department



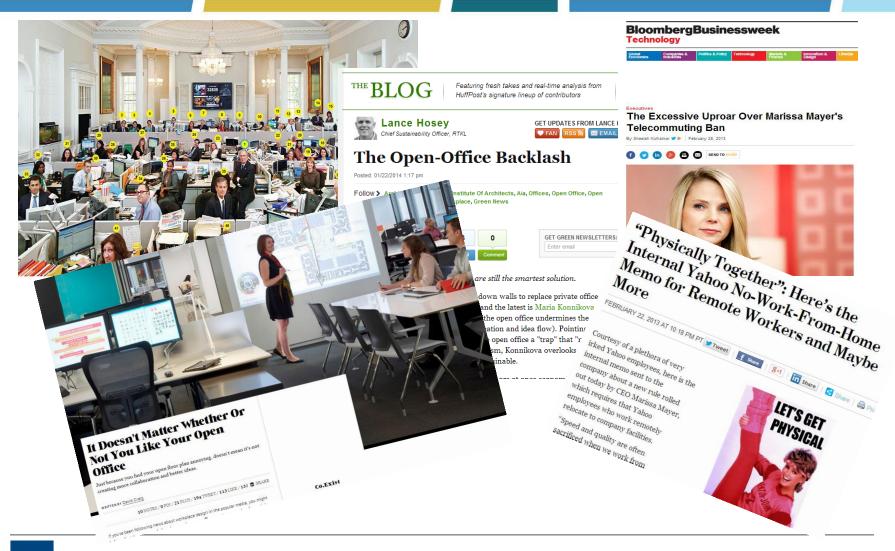
McDonald's HQ, Oak Brook, IL Office Area





#### **OPEN OFFICES**

- Intel...Everyone is open plan including attorneys
- McDonald's...Everyone is open plan including attorneys
- Allstate...Legal department in open cubes in segregated area
- **Anonymous Tech Client**....Legal group sits in open plan with each team of 10-12 sharing a dedicated card-key access 600sf room that they decide to set up with either traditional conference tables, soft seating, or both.
- Google...has a dedicated building on campus for their legal team. The workplace plan is open and
  like other Google environments, include plenty of huddle rooms and small conference spaces for
  private conversations. Approx 10% private offices. The legal group for architectural projects sits all
  open plan.
- AT&T...Open with separate card key access for legal group
- **Steelcase HQ** moved Legal Department into an area separated by a glass wall for general entry, but within, they were in open office configurations including attorneys. In most cases they were in standard cubes. A few of the senior attorneys had higher moveable walls (not to the ceiling), but it was not a closed door situation.
- **Hulu**: Investigating locating their in-house attorneys in a segregated area in open plan, or in a large shared office environment, as part of their big headquarters renovation.
- American Express...... Reuters..... Barclays Capital......Glaxo Smith Klein





What is GSA doing to consolidate its own space?



### GSA Headquarters Challenge























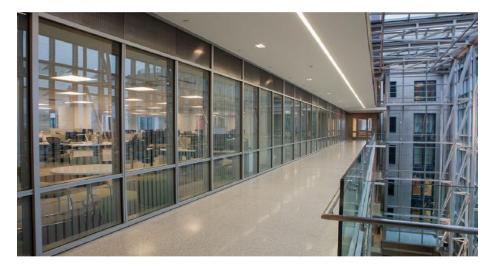




GSA Headquarters **Before** 









**GSA** Headquarters **After** 



GSA Leadership Space Before and After





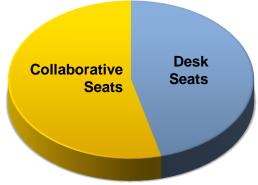
GSA Headquarters
Consolidation
By the Numbers



















### What can GSA do to help?

### **Total Workplace Cost Savings**

Here's how we're helping other agencies save money and reduce space:









### Space Consolidation & Workplace Transformation



- Customer portfolio plans
- Local portfolio plans including regional offices
- Partnering with OMB on outreach to agencies for consolidating and reducing the footprint





### Total Workplace



#### Saving Taxpayer Dollars and Better Serving the American People

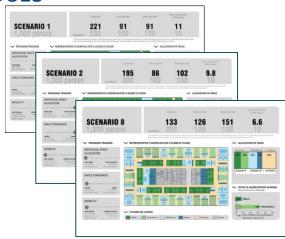
GSA is creating a 21st century workplace across government to drive down costs and increase productivity.







#### Tools









Saving Taxpayer Dollars and Better Serving the American People

Total Workplace Website gsa.gov/totalworkplace



Total Workplace
Presentations to FEBs
and Clients



Total Workplace Monthly Newsletters Internal and Customer Editions

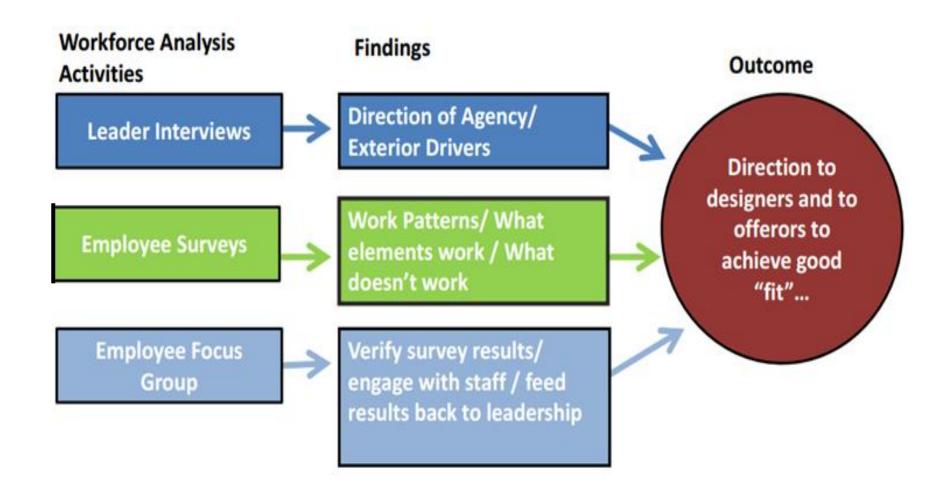


Total Workplace Bulletins



Total Workplace Client Tours 100+ and growing

# **GSA Total Workplace**The "how" of Workplace Transformation:





Agencies to identify efficiencies in the use of their real estate and to save the taxpayers \$3 billion in real estate costs by disposing of "unused or under-utilized" assets. USDA/ NASS responded to that Presidential challenge. The organization quickly realized that such a fundamental change, paired with the new capabilities of mobile technology, could best be realized through a series of strategic design engagements in the Regions. These efforts would better identify the business change required and encourage the positive participation of staff in the process. The change in location and size of NASS Field offices is profound - akin to pruning in the world of agriculture. Just as pruning adds to the vigor and productivity of the plant provided that it is both careful and informed; the same can be said of real estate reduction. And like inexpert pruning, ill-considered reduction without considering the

Beginning with the end in mind, NASS engaged with BHDP, a workplace strategy and design firm, through GSA Public Building Service to study its organization in order to define a high performance NASS workplace that aligns with the Presidential mandate. The focus is to engender a new and vigorous workplace for the current season and to develop

a positive future that engages the staff in that possibility. To do this, a balanced understanding of the HUMAN CAPITAL, BUSINESS PROCESS. CUSTOMER and FINANCIAL business drivers is fundamental. Just as understanding the composition of the soil paves the way for a thriving crop, so studying workplace and staff paves the way for future productivity. Goals, strategies to meet those goals, and the determination to act on the strategies will become the measures of success.

The value of the NASS workplace strategic design engagement hinges on the questions that are asked of the future. The emphasis is on asking business-centric questions that set up the objectives to be obtained in the ideal design. These strategic questions are often different than those in a traditionally tactical approach.

- How many people? Shifts to:
- → What kinds of spaces pay off in delivering results? How many separate teams? Shifts to:
- → Who needs to be private from each other and why? How many at what pay grade get an office? Shifts to:
- → What is the value of a private office to the organization and how can it be delivered cost

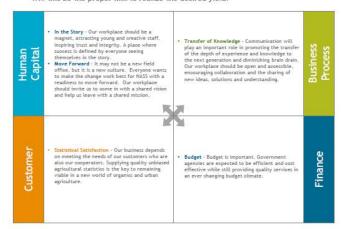
What does growth look like? Shifts to:

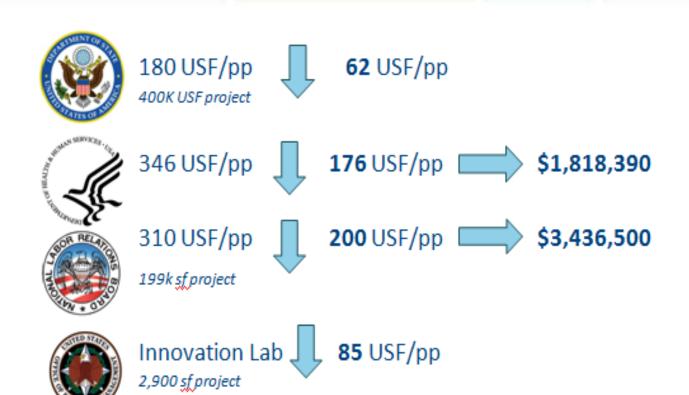
# Sample Report

#### Many Regions - One NASS

The still developing scorecard will be implemented at a national level, helping to promote the increased organizational emphasis on nationwide collaboration and success.

Will this be the proper mix to realize the desired yield?







R3. 221 USF/pp 144 USF/pp \$1,160,000 138k USF project

# Total Workplace Furniture and Information Technology (FIT) Initiative

### TOTAL WorkPlace FIT Intent

Fuel vigorous and deliberate optimization of the Federal Footprint

Minimize upfront capital needs of our customers in right-sizing their operations

#### What is Total WorkPlace?

- GSA's new offering to assist Agencies in managing footprint
- Addresses Agency's Furniture and IT requirements
- Minimize Agency's initial capital investment
- Multi-year term agreement with the customer agency
- All agreements intended to be installment-based
- Ownership transfers to customer at end of agreement

### When should this offering be used?

Total WorkPlace assists agencies when:

...addressing lack of funds to purchase mobility products

...short-notice space actions with space reduction

...any time quick and efficient right-sizing is needed

Enables agencies to pursue multiple projects in a single year to effectively manage their portfolio and budget

### How is this offering categorized?

APPENDIX B.—BEDGETARY TREATMENT OF LEASE-PURCHASES AND LEASES OF CAPITAL ASSETS.

The Appendix provides instructions on the longitury restations of lease-purchases and leases of capital configuration of the longitury in the language of lease-purchases and leases of capital configuration in the language of leases purchases and leases purchase specifically admirated by hum. However, these excitacyting in fections on leases and lease-specifically admirated by hum. However, these restricts and lease-specifically admirated by hum. However, these restricts and lease-specifically admirated by hum. However, these through the fection fill in the lease of the lease received hum and admirated the lease of the lease received hum. In the lease of leases have leaved by the leaves of leases and the leaves of leaves of leaves the leaves of le

This Appendix provides instructions on the budgetary treatment of lease-purchases and leases of capital assets consistent with the scorekeeping rule developed by the executive and legislative branches originally in connection with the Budget Enforcement Act of 1990 (BEA) (see Appendix A). The scorekeeping rule focuses on leases and lease-purchases specifically authorized by law. However, these requirements apply to all lease-purchase arrangements and capital leases, including those arrangements that agencies may enter into under existing general legal authorities and arrangements that are financed through the Federal Financing Bank, except as noted below.

These requirements do not apply to leases between Federal agencies if the lessor recorded the full cost of the asset when it was acquired. In addition, the costs of Energy Savings Performance Contracts may be scored on an annual basis, consistent with the guidance provided in <a href="OMB Memorandum 98-13">OMB Memorandum 98-13</a>, Federal Use of Energy Savings Performance Contracting.

OMB Circular A-11 (2012) Appendix B

OMB Circular No. A-11 (2012)

Page 1 of Appendix B

#### What criteria does GSA use?

Preference will be given to projects meeting the following criteria:

- Reduction opportunity in a Customer Portfolio Plan
- Projects resulting in a reduction in annual rent paid
- Increased efficiency of existing space
- Consolidation of expiring leases into GSA owned buildings
- Co-location with other agencies where there is shared resources/special
   space will receive preference over single agency occupancies
- Links to other consolidation projects will receive preference over standalone projects

### How is the offering delivered?

- Aligned with current processes / practices
  - Working with GSA Agencies determine requirements
  - GSA enters into Supplemental Occupancy Agreement
  - Appears on GSA bill to Customer Agency
- Straight Line payments over the useful life of the item
  - up to 5 years for furniture purchase
  - up to 3 years for IT purchase

# RECOMMENDED FURNITURE COMPONENTS FOR SOURCING TWP FIT PROGRAM (AND BPA)

#### Workstations (8 types)

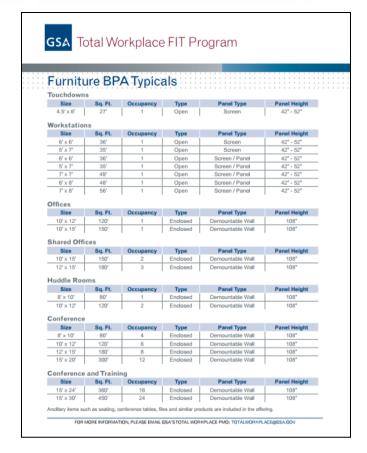
- Lower Range: 4.5ft x 6ft (27sf)
- High Range: 7ft x 8ft (56sf)
- Panel Height: 42" 54"

#### Conference and/or Office Space (4 types)

- Lower Range: 8x10 (80sf)
- High Range: 12x15 (180 sf)
- Demountable Partition

### Conference Room (3 types)

- Lower Range: 12 x 18 (216 sf)
- High Range: 15 x 30 (450 sf)
- Demountable Partition



Note: Ancillary items such as chairs, file storage, collaborative seating, etc. are not listed but will be included in the BPA.

# RECOMMENDED INFORMATION TECHNOLOGY COMPONENTS FOR SOURCING TWP FIT PROGRAM

Information Technology Equipment required to meet the goals of the Total Workplace program such as:

- Tablets
- Laptops
- Notebooks
- Mobile Computing Devices
- Networking and Telecommunications Equipment
- Video Tele-Conferencing (VTCs) Equipment



### AGREEMENT TERMS - SUMMARY

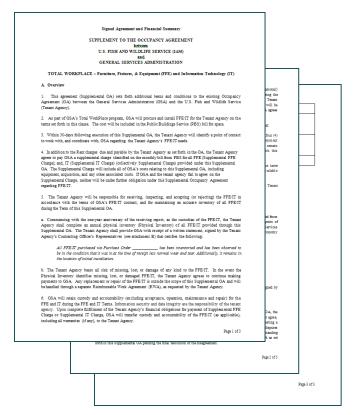
#### Option 1 - 5 year Term

Customer cancellation liability:	4 months notification and all removal	
Transfer:	GSA may transfer, in accordance with applicable statutes/regulations	
Duration:	60mo/36mo	
Renewal Option:	None	
Budgetary Treatment:	Operating Lease. While the agreement meets the criteria for Capital Lease for one test (PV > 90% FMV), paragraph 2 of OMB A-11 Appendix B exempts fed-to-fed transactions from the scoring and obligation requirements.	
Financial Accounting:	Capital Lease. Agreement meets criteria of the present value of the lease payments exceeding 90% of the asset's FMV. Budgetary and financial accounting standards and guidelines may and do diverge.	

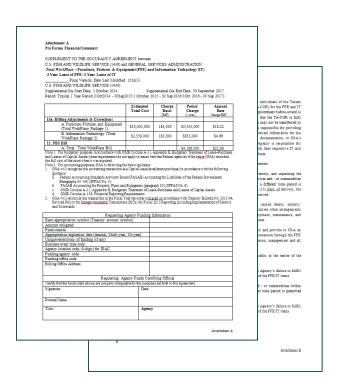
Option 2 - Base Term with 1 option Term (Total combined 5 year Term)

Customer cancellation liability:	4 months notification and all removal
Transfer:	GSA may transfer, in accordance with applicable statutes/regulations
Duration:	30mo/18mo
Renewal Option:	Customer exercised, 30mo/18mo renewal
Budgetary Treatment:	Operating Lease. Paragraph 2 of OMB A-11, <u>Appendix B</u> exempts fed-to-fed transactions from the scoring and obligation requirements.
Financial Accounting:	Operating Lease. Option periods need not be considered as part of the capital lease criteria for financial accounting, only the base period.

### Total WorkPlace Supplemental OA



3 page Agreement



#### 2 page Attachment

- Financial
- Tenant Responsibilities

### Fish & Wildlife Service - Leesburg Pike, VA

- \$10M Furniture and \$2.5 M Information Technology
- Saving more than \$3.8 million in annual real estate costs
- Consolidating three buildings into one
- 26% Footprint Reduction...down ~ 72,200 square feet

### **Health and Human Services –** Seattle, WA

- \$2.5M Furniture and \$1.8 M Information Technology
- Saving approximately \$1.5 million in annual real estate costs
- 44% Footprint Reduction ~ 115,000 RSF to 69,000 RSF
- Increased shared spaces improving efficiencies

# Mobility @ GSA







## **IT Strategy for Mobility**

### Device Mobility







- MDM
- Multi-OS
- App Stores

- BYOD/BYAD
- CYOD
- Wifi

### Access Anywhere



- Virtual Desktop
- VPN
- Cloud Apps
- Browser-only
- Mobile Apps
- Doc Sharing

### Virtual Teaming



- Social Collaboration
- Presence

- IM
- Virtual Meetings
- Video/UC

### Policy & Security



- Telework Plcy
- Security Monitoring
- Performance Mgmt •
- Change Mgmt
  - Accessibility
  - Acceptable use

### Business Strategy



- OPM Apps
- Responsive design
- Customer Personas
- APIs/open data
- Self Service



## **Business Stratey for Mobility**

#### Reduce Infrastructure costs Reduce Real Estate Savings Off-site contractors footprint Reduce IT costs & burden Reduce Service Center & Walk in support costs **Efficiency** Maximize Asset Utilization • Reduced Absenteeism Reduce Cycle time Geographical Resiliency Optimized Staffing strategy Quicker decision making Flexible Workforce Democratization of More engaged Workforce knowledge Increased Shared Service efficiency Change Management Expertise-service Service Training connections Better outreach & Closer to the customer Strengthen organizational engagement

Flatter organization

culture & brand

# GSA Mobility program outcomes

GSA 2009 Mobility Stats GSA Population: 12,692	GSA 2013 Mobility Stats GSA Population: 12,416
VPN Usage: 10,340 registered users	VPN Usage: 13,908 registered users
Total Telework Participation: 67%	Total Telework Participation: 83%
Virtual Desktop Usage: 0%	Virtual Desktop Usage: 25%
Laptop, Tablet, Smartphone Penetration: 85%	Laptop, Tablet, Smartphone Penetration: 99%
Wi-Fi Coverage: 50%	Wi-Fi Coverage: 95%+





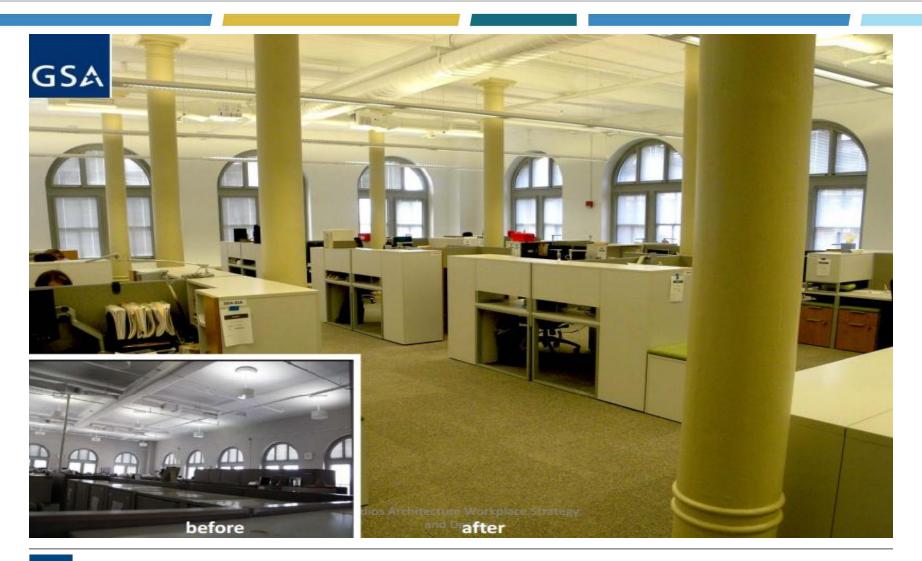


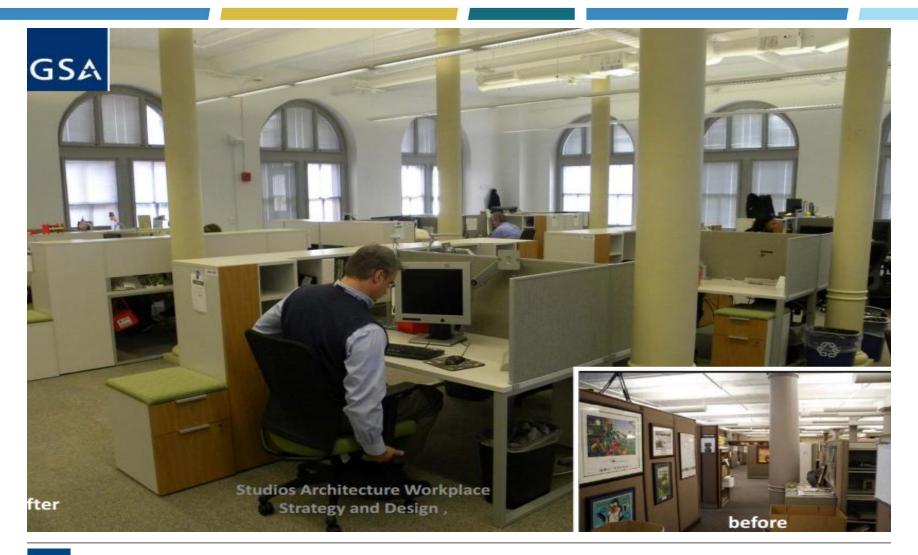


Contact:
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# ADDITIONAL SLIDES







### USDA Forest Service - Yates Builiding

Eating (and meeting) area



